

Training Report



General Information

Objective:

At the end of the program, participants will be able to:

- Identify the main reasons for excessive working hours
- Differentiate between effort and productivity
- List the negative effects of long working hours
- Describe methods for improving productivity
- Explain the business case for reducing excessive working hours

Abstract:

Excessive hours of work is an endemic problem in the apparel industry. Conventional wisdom in the apparel industry says that the more hours you work, the more you produce and therefore the more profits you earn. Legal and code-of-conduct requirements regarding working hours are seen as an impediment and often as an obstacle to workers who want to work more and earn more. The training challenges this deep-rooted mindset and establishes the fact that excessive hours of work leads to low productivity and quality. In fact there is a clear business case for controlling working hours.

Key outcomes:

The key outcome is for participants to collect and analyse data on working hours in their respective factories, and present this analysis to the factory owners.

Participants: 23 participants joined the training.

Trainer:

Manas Chakrabarti (Chief Learning Officer, Triburg Center for Learning)

Agenda

- Day 1: Basic Module on Hours of Work
- Day 2: Advanced Module on Hours of Work

Key Activities & Highlights

The overall agenda of the FLA curriculum was followed except for an additional case study (attached with this report) and a few warm-up/attention-getting exercises.

The focus of the first day was to challenge the mindset that more hours of work leads to better business results for a factory. The point was driven home through the group exercise on the Mexican case study that compared two factories.

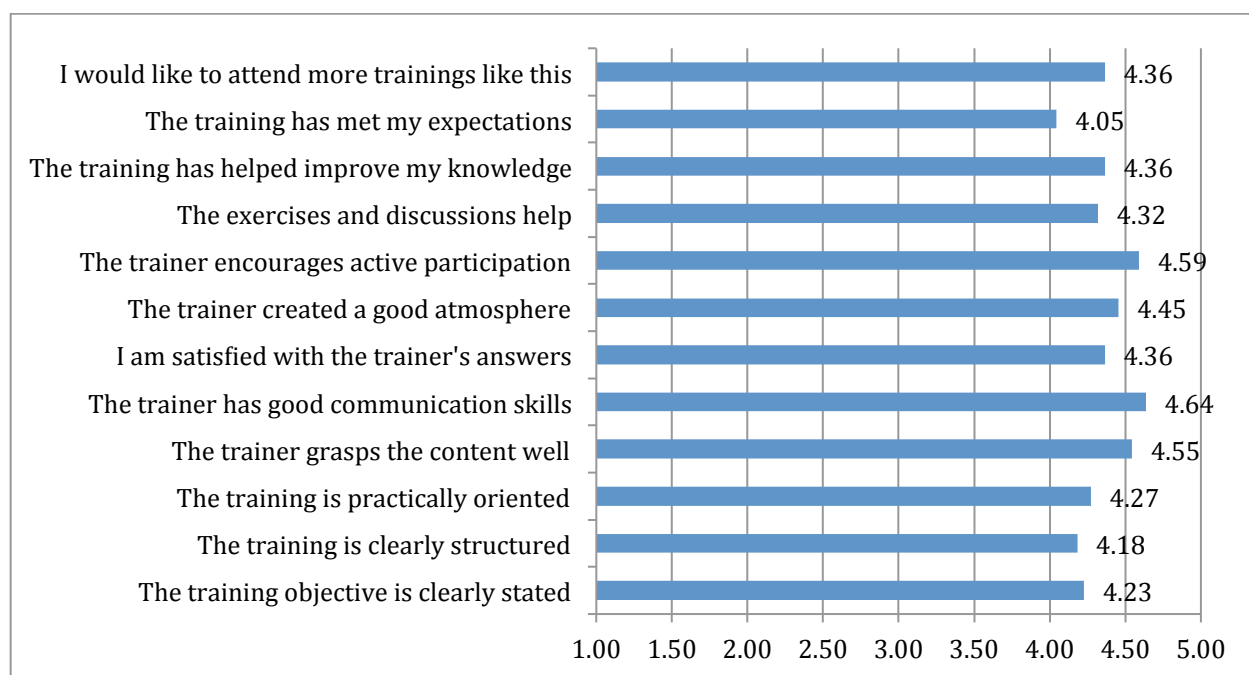
Discussions on the second day focused on ways to improve productivity and hence reduce working hours. However, there was not enough time to do justice to concepts such as lean manufacturing or TQM.

We also discussed the recent amendments to the FLA code and benchmarks, especially related to hours of work.

Participant Feedback

A total of 22 participants provided feedback on the training, the average scores summarised in Chart 1 below. The questionnaires asked participants to assign each aspect of the training a numbered score between 1 and 5, one (1) signifying that the quality of that aspect is 'very poor' to five (5), signifying that the quality of that aspect is 'excellent'.

Chart 1: Feedback on Training



Conclusion

This was the first training on Hours of Work in India, and the overall experience was excellent. There are a few areas that we can improve in future programs. These include:

- Making examples and cases more India-relevant
- Adding more hands-on exercises on underlying factors such as productivity and quality

The participants also felt that such sessions need to be conducted with factory owners and general managers because they are the key decision makers in the business.